

## The Effect of Placement, Supervision, and Work Environment on Employee Performance at the Makassar City Communication and Informatics Office

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### ***Abstract***

#### **Keywords:**

*job placement, supervision, work environment, employee performance*

*This study aims to analyze and test the influence of job placement, supervision, and the work environment on employee performance at the Makassar City Communication and Informatics Office. It is hypothesized that job placement, supervision, and the work environment each have a positive and significant effect on employee performance. This study employs a quantitative approach using a survey method. The population consists of all 97 employees of the Makassar City Communication and Informatics Office, with a saturated sampling technique applied, meaning the entire population is used as the sample. Data were collected through structured questionnaires distributed to respondents. The variables examined include job placement, supervision, and work environment as independent variables, and employee performance as the dependent variable. Data analysis was conducted using multiple linear regression analysis with the assistance of SPSS. The results indicate that job placement has a positive and significant effect on employee performance. Similarly, supervision shows a positive and significant influence on employee performance. The work environment also has a positive and significant effect on employee performance. These findings demonstrate that all three independent variables simultaneously and partially contribute to improving employee performance. The implications of this study suggest that organizations, particularly the Makassar City Communication and Informatics Office, should enhance human resource management practices by ensuring appropriate job placement, strengthening supervisory functions, and creating a conducive work environment. These efforts are expected to improve employee performance and ultimately enhance the quality of public services. Future research is recommended to include additional variables or broader organizational contexts to enrich the findings.*

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## INTRODUCTION

Human Resources (HR) are the main component of an organization, acting as both planners and active participants in every organizational activity. HR possess thoughts, feelings, desires, status, and diverse backgrounds in terms of education, age, and gender, which they bring into an organization. Unlike machines, money, and materials—which are passive and can be fully controlled and regulated—HR require proper management to support the achievement of organizational goals. With rapid technological development and increasingly intense business competition, organizations must be able to manage and optimize their human resources effectively. The progress of an organization is often reflected in how well it adapts to change. Global changes and developments require all organizations and companies to be open and prepared in terms of the performance of their human resources (Yuwono et al., 2023).

Human resources are the most important asset of an organization because they are the main drivers of organizational activities, functioning as operators, maintainers, producers, and even designers of every system within the organization. HR is a highly strategic factor and the most valuable asset in any organization. It plays a crucial role in determining the success or failure of an organization in achieving its vision and mission (Rachman et al., 2023).

Job placement is an initial step that determines the effectiveness of an employee's contribution within an organization. Proper job placement aims to position employees according to their competencies, skills, interests, and experiences. In practice, appropriate placement can enhance productivity, increase motivation, and reduce employee stress levels. Conversely, improper placement often becomes a major cause of poor performance. For instance, employees assigned to positions that do not match their expertise may feel less confident or unmotivated to perform optimally. According to Hasibuan (2017), employee placement is guided by the principle of placing the right person in the right position. Similarly, Husin (2020) defines job placement as the process of assigning tasks and responsibilities to employees who have passed the selection process within a predetermined scope, ensuring they are capable of being accountable for any risks or consequences arising from their work.

In addition to job placement, supervision plays an important role in improving employee performance and service quality within institutions. Through supervision, employees can enhance their abilities and skills in carrying out their duties and responsibilities. Supervision also helps identify problems and find solutions to improve service quality. According to Sahertian (2000), supervision techniques are efforts to improve and develop human resources. In an institutional context, these techniques can be applied through individual supervision—where assistance is provided personally by a supervisor—and group supervision, where a supervisor works with a group of employees. The benefits of supervision include improved employee performance, enhanced service quality, and the achievement of organizational goals. Arikunto (2004) states that supervision can help improve employee competence and service quality.

The work environment is another crucial factor influencing employee performance. A supportive work environment, both physically and psychologically, can enhance comfort, work spirit, and employee well-being. On the other hand, an unsupportive environment can reduce productivity and increase stress levels. Organizations must ensure that the workplace motivates employees and helps them reach their full potential. This aligns with the Job Demand-Control Theory (Karasek, 1979), which suggests that high job demands without adequate control or support can create pressure that ultimately reduces performance.

A conducive work environment includes adequate physical facilities, harmonious working relationships, a supportive work culture, and fair and transparent policies. A good work environment creates a comfortable atmosphere, motivating employees to work productively. Conversely, a poor work environment—such as inadequate facilities, excessive workload, or poor interpersonal relationships—can lead to stress, decreased motivation, and internal conflict. At the Makassar City Communication and Informatics Office, there are indications that some aspects of the work environment require improvement, such as insufficient work facilities and lack of effective communication among units. These conditions may hinder optimal performance.

The Makassar City Communication and Informatics Office (Diskominfo) plays a strategic role in managing public information and communication in Makassar. Based on Mayor Regulation No. 86 of 2021, Diskominfo is responsible for assisting the Mayor in carrying out governmental affairs in the field of communication and informatics. It also manages digital public information

systems such as public information portals, e-government services, social media, and public complaint services. Furthermore, it develops information and communication technology (ICT) infrastructure to support electronic-based government (e-Government).

To achieve good government accountability, the Makassar City Communication and Informatics Office needs to focus on improving HR performance. This is essential because employee performance determines the effectiveness of task implementation and public services. Enhancing employee competence, discipline, and responsibility is expected to improve individual performance and positively impact overall organizational outcomes. Thus, improving HR performance is not only about internal productivity but also about strengthening the institution's role in meeting public needs.

In this regard, the Makassar City Communication and Informatics Office is required to prepare the Government Agency Performance Accountability Report (LAKIP) for 2023. This report reflects the accountability of organizational activities through the achievement of performance targets, vision, mission, and key performance indicators.

Based on the 2023 LAKIP, several strategic targets and policy directions have been identified, including improvements in information security maturity (KAMI index), bandwidth capacity, integration of sectoral statistical data, dissemination of public information, and the availability of nationally certified ICT personnel.

However, HR within Diskominfo still face several challenges, such as lack of coordination, mismatch between competencies and job roles, low discipline, weak accountability, and limited proactive collaboration. These issues indicate that improving HR capacity and professionalism remains a key priority to achieve optimal public service performance.

HR performance at Diskominfo is strongly influenced by the effectiveness of supervision and the quality of the work environment. Effective supervision provides guidance, direction, and evaluation, while a conducive work environment enhances motivation, comfort, and productivity. The combination of these factors creates positive synergy in improving employee discipline, productivity, and commitment to organizational goals.

It can be assumed that ineffective job placement, supervision, and work environment management are major factors contributing to low employee performance at Diskominfo. This condition may hinder the organization's ability to provide optimal digital services and public information.

This study is important because Diskominfo serves as a key driver of digital transformation and Smart City initiatives in Makassar. Based on preliminary observations (2025), issues such as suboptimal digital services, slow responses to public complaints, limited technological innovation, and gaps in HR competencies have been identified.

The expected outcomes include policy recommendations for competency-based job placement, effective supervision models for the public sector, and standards for a productive work environment.

Therefore, this study selects variables based on practical considerations, such as improper employee placement, competency gaps, traditional rotation systems, inadequate work facilities, rigid bureaucracy, and technological adaptation challenges. Proposed solutions include aligning job placement with expertise, improving supervisory guidance, and enhancing work facilities and environment.

Ultimately, this research is not only academically significant but also provides practical value for improving employee performance, organizational effectiveness, and public service

quality. It aims to bridge the gap between digital strategies and HR capabilities (strategic alignment), provide a blueprint for HR development in government (organizational development), and support continuous policy improvement.

## METHODS

This study employed a quantitative research design aimed at examining causal relationships among variables and testing previously established hypotheses. Quantitative research is defined as a process of collecting and analyzing numerical data to describe, predict, or control variables (Sreekumar, 2023). This approach enables objective measurement through statistical analysis, supports generalization using representative samples, and provides accurate measurement of variables. Additionally, it facilitates decision-making, program evaluation, comparison across groups, identification of relationships, and theory testing or development based on empirical findings.

The study was conducted at the Communication and Informatics Office of Makassar City over a period of approximately two months. The population consisted of all employees, including both civil servants (ASN) and contract employees, totaling 97 individuals. A saturated sampling technique was applied, meaning the entire population was used as the research sample, resulting in 97 respondents.

The type of data used in this research was quantitative data, which refers to data expressed in numerical form and suitable for statistical analysis (Suliyanto, 2018). The data source was primary data obtained directly from employees of the Communication and Informatics Office of Makassar City. Data were collected using a structured questionnaire (closed-ended) based on a Likert scale to measure respondents' attitudes, perceptions, and opinions (Sugiyono, 2019). The Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). The use of questionnaires provided several advantages, including efficiency in distribution, flexibility in response time, anonymity, and standardization.

The research instrument was tested for validity and reliability prior to data collection. Validity refers to the ability of the instrument to accurately measure what it is intended to measure, with significance values required to be less than 0.05. Reliability indicates the consistency of the instrument, with Cronbach's Alpha values greater than or equal to 0.6 considered reliable (Sani dan Maharani, 2013). Validity testing was conducted using the Pearson product-moment correlation, while reliability testing used Cronbach's Alpha (Ghozali, 2020; Ghozali, 2011).

The variables examined in this study included job placement, supervision, work environment, and employee performance. Job placement was defined as the process of matching employees' competencies, skills, and interests with job responsibilities, measured through indicators such as academic achievement, experience, physical and mental health, age, and marital status (Topan, 2020). Supervision referred to the process of monitoring and guiding work activities, with indicators including setting work standards, monitoring performance, preventing deviations, corrective actions, and evaluation (Effendi, 2014). The work environment encompassed both physical and non-physical conditions affecting employee comfort and efficiency, measured through air conditions, interpersonal relationships, cleanliness and safety, facilities, and noise levels (Armansyah, 2024). Employee performance was defined as the level of

success in completing assigned tasks based on predetermined objectives, measured through work quality, work quantity, task implementation, initiative, and discipline (Berlina Febrianti et al., 2024).

Data analysis was conducted using several statistical techniques. Prior to regression analysis, classical assumption tests were performed, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests (Budiharjo, R., 2018; Triani, 2020). Normality was assessed using the One-Sample Kolmogorov–Smirnov test. Multicollinearity was evaluated using tolerance values ( $>0.10$ ) and Variance Inflation Factor ( $VIF < 10$ ). Heteroscedasticity was identified through scatterplot analysis, while autocorrelation was tested to detect correlation among residuals across observations.

Hypothesis testing was carried out using t-tests to examine the partial effect of each independent variable, and F-tests to assess the overall model significance, with a significance level of 0.05. The coefficient of determination ( $R^2$ ) was used to measure the proportion of variance in the dependent variable explained by the independent variables, indicating the model's explanatory power. Descriptive statistical analysis was also applied to summarize the data using mean, maximum, minimum, standard deviation, and variance (Sukandar, 2014; Sani & Maharani, 2019).

Furthermore, multiple linear regression analysis was employed to examine the influence of job placement, supervision, and work environment on employee performance (Sugiyono, 2019). Correlation analysis was used to determine the strength of relationships among variables, with interpretation ranging from very weak to perfect correlation (Ghozali, 2021). The coefficient of determination ( $R^2$ ) was interpreted within the interval  $0 \leq R^2 \leq 1$ , where values closer to 1 indicate stronger explanatory power of the independent variables on the dependent variable (Sugiyono, 2019).

Overall, the methods applied in this study were systematically structured to ensure replicability, accuracy, and validity in examining the relationships among the research variables.

## RESULTS AND DISCUSSION

This study uses primary data obtained through the distribution of questionnaires to employees at the Makassar City Communication and Informatics Office. The distribution and collection of questionnaires can be seen in Table 4.1 below:

**Table 1. Distribution and Collection of Questionnaires**

Description	Total	Percentage
Questionnaires distributed	97	100%
Questionnaires processed	97	100%
<b>Total</b>	<b>97</b>	<b>100%</b>

*Source: Processed primary data, 2026*

The questionnaires were distributed from January 7 to March 7, 2026, resulting in 97 employees serving as respondents in this study. Overall, 97 questionnaires (100%) were distributed and all 97 (100%) were successfully processed. A 100% response rate indicates that the majority of targeted respondents participated in the study, providing a more valid representation of the intended population.

### Respondent Characteristics

Based on the results of the questionnaire distribution, respondent characteristics were identified. These characteristics describe respondents in terms of gender, age, length of service,

education level, and employment status. A total of 97 respondents completed the questionnaire, as presented in the following tables.

**Table 2. Respondent Characteristics by Gender**

Gender	Frequency	Percentage (%)
Male	46	47.42
Female	51	52.60
<b>Total</b>	<b>97</b>	<b>100</b>

*Source: Processed primary data, 2026*

Gender characteristics are used to determine gender involvement in this study. The respondents consisted of 46 males (47.42%) and 51 females (52.60%). These data indicate that the respondents were predominantly female.

**Table 3. Respondent Characteristics by Age**

Age Group	Frequency	Percentage (%)
< 20 years	10	10.30
21–30 years	25	25.77
31–40 years	35	36.10
41–50 years	23	23.71
> 51 years	4	4.12
<b>Total</b>	<b>97</b>	<b>100</b>

*Source: Processed primary data, 2026*

Based on age, respondents aged <20 years were 10 individuals (10.30%), 21–30 years were 25 respondents (25.77%), 31–40 years were 35 respondents (36.10%), 41–50 years were 23 respondents (23.71%), and >51 years were 4 respondents (4.12%). These data indicate that the majority of respondents were aged 31–40 years.

**Table 4. Respondent Characteristics by Length of Service**

Length of Service	Frequency	Percentage (%)
< 5 years	15	15.46
6–10 years	25	25.80
11–15 years	47	48.45
> 20 years	10	10.30
<b>Total</b>	<b>97</b>	<b>100</b>

*Source: Processed primary data, 2026*

Based on length of service, respondents with <5 years of service were 15 individuals (15.46%), those with 6–10 years were 25 respondents (25.80%), those with 11–15 years were 47 respondents (48.45%), and those with >20 years were 10 respondents (10.30%). These data indicate that most respondents had 11–15 years of work experience.

**Table 5. Respondent Characteristics by Education Level**

Education Level	Frequency	Percentage (%)
Senior High School (SMA)	11	11.34
Diploma (D3)	3	3.09
Bachelor's Degree (S1)	67	69.07
Master's Degree (S2)	16	16.50
<b>Total</b>	<b>97</b>	<b>100</b>

*Source: Processed primary data, 2026*

Based on education level, 11 respondents (11.34%) had a senior high school (SMA) education, 3 respondents (3.09%) held a diploma (D3), 67 respondents (69.07%) held a bachelor's degree (S1), and 16 respondents (16.50%) held a master's degree (S2). These findings indicate that respondents had varied and relatively high educational backgrounds, enabling them to understand the questionnaire well. The majority of respondents were bachelor's degree (S1) holders.

**Table 6. Respondent Characteristics by Employment Status**

Employment Status	Frequency	Percentage (%)
Civil Servants (ASN)	57	58.80
Contract Employees	40	41.23
<b>Total</b>	<b>97</b>	<b>100</b>

*Source: Processed primary data, 2026*

Based on employment status, 57 respondents (58.80%) were civil servants (ASN), while 40 respondents (41.23%) were contract employees. This indicates that the majority of respondents involved in completing the questionnaire were civil servants (ASN).

### Descriptive Characteristics of Data

The descriptive characteristics of data in this study are used to provide a general overview of the condition of the variables studied based on respondents' answers. This analysis is conducted using descriptive statistics, such as the mean value, frequency, and percentage of each indicator of the research variables.

#### 1. Placement

The Placement variable (X1) in this study is elaborated into 5 indicators, each measured through two specific statements within 1 indicator, with a total of 10 questions.

**Table 7. Percentage of Placement Variable Indicators**

Indicator	Respondents' Response Scores										Mean
	STS		TS		N		S		SS		
	f	%	f	%	F	%	f	%	f	%	
X1.1.1	7	7,2	3	3,1	19	19,6	26	36,8	42	43,3	3,96
X1.1.2	3	3,1	9	9,3	14	14,4	31	32,0	40	41,2	3,99
<b>X1.1</b>											<b>3,97</b>
X1.2.1	3	3,1	9	9,3	22	22,7	23	23,7	40	41,2	3,91
X1.2.2	1	1,0	10	10,3	17	17,5	38	39,2	31	32,0	3,91
<b>X1.2</b>											<b>3,91</b>
X1.3.1	3	3,1	8	8,2	14	14,4	39	40,2	33	34,0	3,94
X1.3.2	4	4,1	5	5,2	21	21,6	29	29,9	38	39,2	3,95
<b>X1.3</b>											<b>3,94</b>
X1.4.1	6	6,2	3	3,1	13	13,4	42	43,3	33	34,0	3,96
X1.4.2	3	3,1	10	10,3	14	14,4	41	42,3	39	29,9	3,86
<b>X1.4</b>											<b>3,91</b>
X1.5.1	-	-	13	13,4	16	16,5	42	43,3	26	26,8	3,84
X1.5.2	1	1,1	10	10,3	15	15,5	39	40,2	32	33,0	3,94
<b>X1.5</b>											<b>3,89</b>
<b>Mean of the Job Placement Variable</b>											<b>3,93</b>

*Source: SPSS data processing, 2026*

Placement (X1) has a mean value of 3.93 which falls into the good category, indicating

that most respondents agree that job placement is appropriate. The highest indicator is X1.1 (mean 3.97), showing alignment between employee placement and competence or educational background. Other indicators such as X1.2 (3.91), X1.3 (3.94), and X1.4 (3.91) are also in the good category, meaning job placement is considered quite appropriate and supportive of task implementation. Meanwhile, indicator X1.5 (3.89) is the lowest, although still in the good category, indicating slight mismatches in job placement. Overall, job placement has been implemented well and supports employee performance, but still needs improvement to be more optimal and evenly distributed.

If linked to the research background, this condition shows improvement from initial problems, namely mismatches between employee competence and job field. Although the background mentioned suboptimal placement (e.g., competence mismatch and tenure-based placement), the results indicate most employees now perceive appropriate placement. This means placement policies are moving toward the principle of *the right man in the right place*, although not yet fully optimal.

The highest indicator is X1.1 (mean = 3.97), related to educational background and academic achievement. This shows that most employees feel their education and competence align with their work.

This is supported by a questionnaire item:

**“The knowledge and skills I obtained during my education support the quality of my work performance at the Makassar City Communication and Informatics Office.”**

The high value indicates employees feel their academic abilities are relevant, increasing confidence, effectiveness, and work quality. Hypothesis testing shows placement has a positive and significant effect on performance (regression coefficient 0.423; significance  $0.000 < 0.05$ ). However, indicator X1.5 (mean = 3.89) related to marital status is relatively lower, indicating it is less dominant compared to competence factors. This suggests organizations should prioritize professional aspects over non-technical aspects.

## 2. Supervision (X2)

The Supervision variable (X2) is elaborated into 5 indicators, each measured with two statements, totaling 10 questions.

**Table 8. Percentage of Supervision Variable Indicators**

Indicator	Respondents' Response Scores										Mean
	STS		TS		N		S		SS		
	f	%	f	%	F	%	f	%	f	%	
X2.1.1	3	3,1	11	11,3	10	10,3	40	41,2	33	34,0	3,92
X2.1.2	3	3,1	9	9,3	19	19,6	36	37,1	30	30,9	3,84
<b>X2.1</b>											<b>3,88</b>
X2.2.1	3	3,1	9	9,3	20	20,6	31	32,0	34	35,1	3,87
X2.2.2	8	8,2	6	6,3	15	15,5	30	30,9	38	39,2	3,87
<b>X2.2</b>											<b>3,87</b>
X2.3.1	3	3,1	9	9,3	20	20,6	31	32,0	34	35,1	3,87
X2.3.2	8	8,2	6	6,2	15	15,5	30	30,9	38	39,2	3,87
<b>X2.3</b>											<b>3,87</b>
X2.4.1	4	4,1	8	8,2	18	18,6	44	45,4	23	23,7	3,76
X2.4.2	1	1,0	8	8,2	26	26,8	40	41,2	22	22,7	3,76
<b>X2.4</b>											<b>3,76</b>
X2.5.1	0	0,0	15	15,5	22	22,7	40	41,2	20	20,6	3,84

X2.5.2	4	4,1	8	8,2	16	16,5	36	37,1	33	34,0	3,67
<b>X2.5</b>											<b>3,89</b>
<b>Mean of the Supervision Variable</b>											<b>3,83</b>

*Source: SPSS data processing, 2026*

Based on Table 8, the supervision variable (X2) has a mean value of 3.83, which falls into the good category, indicating that the implementation of supervision has been running quite effectively. Indicator X2.1 has a value of 3.88, while X2.2 and X2.3 each have values of 3.87, indicating that supervision, direction, and guidance from superiors are perceived positively by employees. Indicator X2.5 has the highest value of 3.89, showing that supervision greatly assists in the execution of work. Meanwhile, indicator X2.4 has the lowest value of 3.76, indicating that there are still weaknesses in certain aspects. Overall, supervision is in the good category, but it is still not fully optimal and evenly implemented.

Based on the results of the descriptive analysis, the supervision variable has a mean value of 3.90, which falls into the good/high category. This indicates that, in general, the implementation of supervision at the Makassar City Communication and Informatics Office has been running quite well and is perceived positively by employees. Good supervision reflects the active role of leaders in providing direction, control, and guidance in the execution of employees' tasks.

When linked to the research background, this condition shows improvement from the initial problems identified, namely the suboptimal supervisory function and the lack of clear direction from leaders to employees. In the background, it was mentioned that there were still employees who had not received maximum guidance, which had the potential to reduce performance. However, the results of this study indicate that most employees have already perceived fairly good supervision, especially in terms of direction and work assistance. This means that the supervisory function within the organization has begun to operate more effectively, although it is not yet fully optimal.

More specifically, the indicator with the highest value is indicator X2.2 or monitoring of work implementation (mean = 3.95), which is related to the clarity of direction from leadership. This shows that most employees feel that leaders have provided clear work instructions in carrying out daily tasks.

This is also reinforced by one of the questionnaire items, namely: "My supervisor provides clear directions in carrying out daily tasks."

The high value of this indicator shows that the clarity of direction from leaders greatly helps employees in understanding their duties and responsibilities. This condition has an impact on increasing work effectiveness, reducing errors in work, and enhancing employees' confidence in completing tasks. With clear direction, employees can work in a more focused manner and in accordance with organizational goals, so that the resulting performance becomes more optimal.

In addition, when linked to the results of hypothesis testing, the supervision variable is proven to have a positive and significant effect on employee performance (for example, with a regression coefficient value of around 0.350 and a significance of  $0.000 < 0.05$ ). This means that the better the supervision carried out by leaders, the higher the employee performance produced. Effective supervision not only functions as control but also as a means of guidance and work motivation.

However, there is an indicator with a relatively lower value, namely X2.5 (mean = 3.85),

which is related to the provision of evaluation or feedback from leaders. This indicates that although supervision has been running well, there are still shortcomings in providing regular feedback to employees. This becomes input for the organization to further improve the quality of supervision, particularly in providing constructive work evaluations in order to support continuous improvement of employee performance.

### 3. Work Environment (X3)

**Table 9. Percentage of Work Environment Variable Indicators**

Indicator	Respondents' Response Scores										Mean
	STS		TS		N		S		SS		
	f	%	f	%	F	%	f	%	f	%	
X3.1.1	3	3,1	10	10,3	18	18,6	34	35,1	32	33,0	3,85
X3.1.2	3	3,1	8	8,2	23	23,7	35	36,1	28	28,9	3,79
<b>X3.1</b>											<b>3,82</b>
X3.2.1	2	2,1	10	10,3	19	19,6	32	33,0	34	35,1	3,89
X3.2.2	4	4,1	9	9,3	15	15,5	39	40,2	30	30,9	3,84
<b>X3.2</b>											<b>3,87</b>
X3.3.1	3	3,1	5	5,2	22	22,7	47	48,5	20	20,6	3,78
X3.3.2	4	4,1	6	6,2	19	19,6	37	38,1	31	32,0	3,88
<b>X3.3</b>											<b>3,83</b>
X3.4.1	1	1,0	10	10,3	20	20,6	43	44,3	23	23,7	3,80
X3.4.2	3	3,1	6	6,2	26	26,8	31	32,0	31	32,0	3,83
<b>X3.4</b>											<b>3,82</b>
X3.5.1	-	-	11	11,3	17	17,5	32	33,0	37	38,1	3,97
X3.5.2	4	4,1	7	7,2	12	12,4	41	42,3	33	34,0	3,95
<b>X3.5</b>											<b>3,96</b>
<b>Mean of the Work Environment Variable</b>											<b>3,86</b>

*Source: SPSS data processing, 2026*

Based on the results of the descriptive analysis, the work environment variable (X3) has an average value of 3.86, which falls into the good category, indicating that the work environment at the Makassar City Communication and Informatics Office sufficiently supports the implementation of employees' tasks. The highest indicator is found in X3.5 (3.96), while other indicators such as X3.2 (3.87), X3.3 (3.83), as well as X3.1 and X3.4 (3.82) are also in the good category. Nevertheless, indicators with relatively lower values such as X3.3 and X3.4 still need attention. Overall, the work environment is quite conducive, but improvements are still needed, particularly in aspects of internal communication and leadership support to further optimize employee performance.

When linked to the research background, these results provide an empirical answer to the phenomenon raised in the background of the study. It was previously identified that as an institution managing digital transformation and Smart City initiatives, employees of the Makassar Communication and Informatics Office face technical workloads that require high concentration. A conducive work environment condition becomes a crucial moderating variable so that work pressure (psychological aspects) does not reduce productivity. The results of this study confirm that the provision of a comfortable environment is able to minimize work obstacles that were previously complained about, thereby supporting employees in achieving organizational targets more optimally.

Referring to the distribution of respondents' answers, the work environment variable overall is in the "good" category with an average score of 3.86. When examined more deeply, the

noise or sound indicator (X3.5) has the highest value of 3.96. This shows that employees perceive the work environment at the Makassar City Communication and Informatics Office as quite quiet and with minimal noise disturbances. This condition strongly supports employees' focus and concentration, especially in work that requires accuracy such as data processing and information dissemination. In addition, this high value also reflects that workspace arrangement and work equipment have been well managed so as not to create disturbing noise, thereby creating acoustic comfort and supporting employee performance optimally.

#### 4. Employee Performance (Y)

**Table 10. Percentage of Employee Performance Variable Indicators**

Indicator	Respondents' Response Scores										Mean
	STS		TS		N		S		SS		
	f	%	f	%	F	%	f	%	f	%	
Y.1.1	-	-	10	10,3	12	12,4	40	41,2	35	36,1	4,03
Y.1.2	3	3,1	6	6,2	21	21,6	28	28,9	39	40,2	3,97
<b>Y1</b>											<b>4,00</b>
Y.2.1	6	6,2	5	5,2	17	17,5	39	40,2	30	30,9	3,85
Y.2.2	1	1,0	13	13,4	20	20,6	30	30,9	33	34,0	3,84
<b>Y2</b>											<b>3,84</b>
Y.3.1	4	4,1	6	6,2	17	17,5	35	36,1	35	36,1	3,94
Y.3.2	3	3,1	6	6,2	17	17,5	42	43,3	29	29,9	3,91
<b>Y3</b>											<b>3,93</b>
Y.4.1	-	-	10	10,3	19	19,6	37	38,1	31	32,0	3,92
Y.4.2	7	7,2	4	4,1	20	20,6	22	22,7	44	45,4	3,95
<b>Y4</b>											<b>3,93</b>
Y.5.1	6	6,2	4	4,1	17	17,5	30	30,9	40	41,2	3,97
Y.5.1	4	4,1	7	7,2	20	20,6	27	27,8	39	40,2	3,93
<b>Y5</b>											<b>3,95</b>
<b>Mean of the Employee Performance Variable</b>											<b>3,92</b>

Source: SPSS data processing, 2026

Based on Table 10 from the results of the descriptive analysis, the employee performance variable has an average value of 3.92, which falls into the good category, indicating that employees of the Makassar City Communication and Informatics Office have performed well. The highest indicator is found in Y1 (4.00), while the lowest is in Y2 (3.84), although it is still within the good category. Other indicators (Y3, Y4, Y5) also show good results. Overall, employee performance is already optimal; however, improvements are still needed in certain aspects such as communication and working relationships so that performance can be further maximized.

Based on the results of the descriptive analysis, the employee performance variable (Y) at the Makassar City Communication and Informatics Office is in the good category with an average value of 3.92, indicating that most employees have been able to carry out their duties and responsibilities in accordance with organizational standards. This result is also supported by an R Square value of 0.945, which means that job placement, supervision, and the work environment simultaneously are able to explain 94.5% of the variation in employee performance.

When linked to the research background, although there were previously issues such as slow responses to public complaints and less optimal technological innovation, these results indicate that employees still demonstrate positive performance. Therefore, improvements are needed in aspects of competence, discipline, and coordination to support the role of the Communication and Informatics Office in digital transformation.

In more detail, the work quality indicator (Y1) has the highest value of 4.00, indicating that employees are able to work carefully, in accordance with standards, and minimize errors, especially in information management that requires high accuracy. However, the work quantity indicator (Y2) has the lowest value of 3.84, thus requiring attention in increasing both the volume and timeliness of task completion. Therefore, synergy between appropriate job placement, effective supervision, and a conducive work environment needs to be evenly implemented so that employee performance can be further optimized in the future.

### Validity and Reliability Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if each statement item is able to reveal the variable being measured. The validity testing criteria in this study are based on the significance value, namely if the significance value  $< 0.05$ , then the statement item is declared valid.

**Table 11. Validity Test and Reliability Test**

Variable	Item	r- Count	Sig.	Description	Reliability	Description
<b>Placement (X1)</b>	X1.1	0.957	0.000	Valid	0.790	Reliable
	X1.2	0.935	0.000	Valid		
	X1.3	0.938	0.000	Valid		
	X1.4	0.909	0.000	Valid		
	X1.5	0.930	0.000	Valid		
<b>Supervision (X2)</b>	X2.1	0.917	0.000	Valid	0.954	Reliable
	X2.2	0.930	0.000	Valid		
	X2.3	0.930	0.000	Valid		
	X2.4	0.876	0.000	Valid		
	X2.5	0.900	0.000	Valid		
<b>Work Environment (X3)</b>	X3.1	0.931	0.000	Valid	0.786	Reliable
	X3.2	0.908	0.000	Valid		
	X3.3	0.916	0.000	Valid		
	X3.4	0.922	0.000	Valid		
	X3.5	0.908	0.000	Valid		
<b>Employee Performance (Y)</b>	Y1	0.939	0.000	Valid	0.789	Reliable
	Y2	0.934	0.000	Valid		
	Y3	0.927	0.000	Valid		
	Y4	0.933	0.000	Valid		
	Y5	0.950	0.000	Valid		

*Source: SPSS data processing, 2026*

Based on the results of the validity testing, it is known that all statement items in the variables Placement (X1), Work Supervision (X2), Work Environment (X3), and Employee Performance (Y) have a significance value of  $0.000 < 0.05$ . Thus, all statement items in the questionnaire are declared valid.

In detail, the correlation values (r count) for the Placement variable (X1) range from 0.909

to 0.957. The Work Supervision variable (X2) has values ranging from 0.876 to 0.930. The Work Environment variable (X3) ranges from 0.908 to 0.931. Meanwhile, the Employee Performance variable (Y) has values ranging from 0.927 to 0.950. These values indicate a strong relationship between the statement items and the variables being measured.

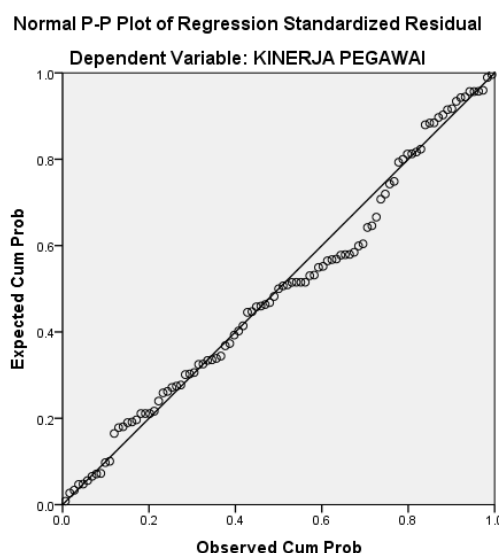
In addition, the reliability test results show that all variables have Cronbach's Alpha values above 0.60, namely Job Placement of 0.790, Work Supervision of 0.954, Work Environment of 0.786, and Employee Performance of 0.789. This indicates that the research instrument has a good level of consistency.

Thus, it can be concluded that all statement items in this research questionnaire are valid and reliable, so they are appropriate to be used as research instruments to measure the variables of Job Placement, Work Supervision, Work Environment, and Employee Performance.

## Classical Assumption Violation Test

### 1. Normality Test

The normality test aims to determine whether the residuals in the regression model are normally distributed or not. In this study, the normality test was conducted using the Normal Probability Plot (P-P Plot) approach.



Source: SPSS data processing, 2026

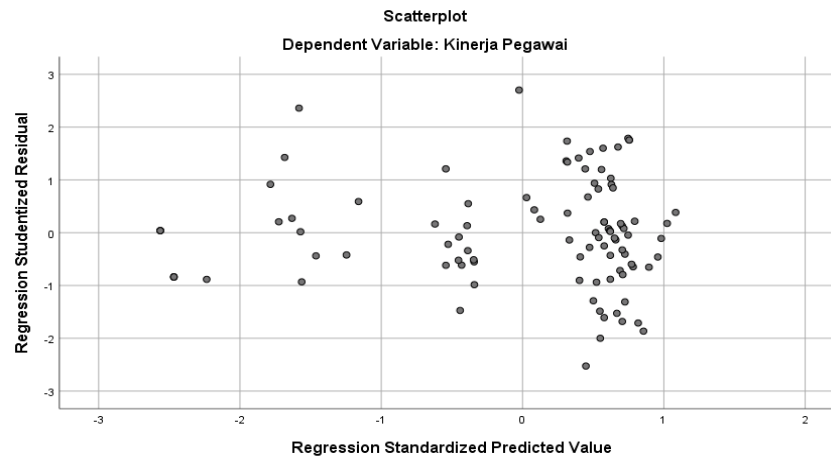
**Figure 1. Normal Probability Plot (P-P Plot)**

Based on the P-P Plot of the regression standardized residual, it can be seen that the data points spread around the diagonal line and follow its direction. Although there are slight deviations at several points, in general the distribution pattern remains around the diagonal line and does not show extreme deviations.

This indicates that the residual distribution approaches a normal distribution. Thus, it can be concluded that the normality assumption in the regression model has been fulfilled, so the model is suitable for further analysis.

### 2. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in residual variance. The test was conducted using the Glejser Test, with the provision that if the significance value  $> 0.05$ , then heteroscedasticity does not occur.



Source: SPSS data processing, 2026

**Figure 2. Heteroscedasticity Test (Glejser Test)**

Based on Figure 2, it can be seen that the data points are randomly distributed, do not form a specific pattern, and are spread both above and below zero on the residual axis. This indicates that there are no symptoms of heteroscedasticity.

This result is reinforced by the Glejser Test which shows that the significance values of all independent variables are greater than 0.05. Thus, it can be concluded that the regression model does not experience heteroscedasticity and meets the homoscedasticity assumption.

### 3. Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation among independent variables in the regression model. A good regression model should not experience multicollinearity so that the estimation results of regression coefficients can be trusted.

**Table 12. Multicollinearity Test Results**

Variable	Tolerance	VIF	Description
Placement	0.084	8.885	No multicollinearity
Supervision	0.065	9.459	No multicollinearity
Work Environment	0.072	8.936	No multicollinearity

Source: SPSS data processing, 2026

Based on the test results in Table 12, it is known that the VIF values of all independent variables are below 10, namely Job Placement of 8.885, Work Supervision of 9.459, and Work Environment of 8.936. This indicates that, in general, the regression model does not experience serious multicollinearity.

However, the Tolerance values of all variables are below 0.10, which indicates a fairly strong relationship among the independent variables. This condition shows that although high multicollinearity does not occur, there is a tendency of relationships among variables that need to be considered.

Conceptually, this relationship can be understood because job placement, work supervision, and work environment are interrelated factors in influencing employee performance. Therefore, the regression model in this study can still be used, but the interpretation of the analysis results needs to be carried out carefully.

Thus, it can be concluded that the regression model does not experience serious multicollinearity and is still appropriate to be used for further analysis.

## Hypothesis Testing

Based on the empirical model proposed in this study, hypothesis testing can be conducted through regression coefficient testing. The test results in Table 13 represent hypothesis testing by examining the p-value; if the p-value is less than 0.05, then the influence between variables is significant. The test results are presented in the following table:

**Table 13. Hypothesis Testing**

HYP	Independent Variable	Dependent Variable	B	Beta	t-value	Sig.	Description
H1	Placement	Employee Performance	.423	.425	5.076	.000	Significant
H2	Supervision	Employee Performance	.350	.332	2.473	.001	Significant
H3	Work Environment	Employee Performance	.249	.232	2.554	.012	Significant
<b>R</b>	<b>= 0.972</b>						
<b>R Square</b>	<b>= 0.945</b>						
<b>F</b>	<b>= 533.737</b>						
<b>Sig F</b>	<b>= 0.000</b>						

*Source: SPSS data processing, 2026*

Hypothesis testing in this study was conducted to determine the effect of independent variables, namely Placement, Supervision, and Work Environment, on the dependent variable, namely Employee Performance at the Makassar City Communication and Informatics Office. The testing was carried out using the t-test. The t-test is used to test relationships between variables at the research site.

The test results show that the placement variable (H1) has a regression coefficient value of 0.423 with a significance level of  $0.000 < 0.05$ . This indicates that job placement has a positive and significant effect on employee performance at the Makassar City Communication and Informatics Office. Thus, the first hypothesis is accepted, meaning that the more appropriate the employee placement, the higher the employee performance.

Furthermore, the supervision variable (H2) has a regression coefficient value of 0.350 with a significance level of  $0.001 < 0.05$ . This indicates that supervision has a positive and significant effect on employee performance. Thus, the second hypothesis is accepted, meaning that the better the implementation of supervision, the higher the employee performance.

Then, the work environment variable (H3) has a regression coefficient value of 0.249 with a significance level of  $0.012 < 0.05$ . This indicates that the work environment has a positive and significant effect on employee performance. Thus, the third hypothesis is accepted, meaning that a conducive work environment will improve employee performance at the Makassar City Communication and Informatics Office.

In addition, the F-test results show a significance value of  $0.000 < 0.05$ , which means that the regression model in this study represents the facts or can be generalized to the Makassar City Communication and Informatics Office.

The correlation coefficient (R) value of 0.972 indicates that the relationship between independent variables and employee performance at the Makassar City Communication and

Informatics Office is very strong. Meanwhile, the coefficient of determination (R Square) value of 0.945 indicates that the level of generalization of this study's results at the Makassar City Communication and Informatics Office is 95.5%, and the remaining 5.5% represents limitations of the measurement instruments as well as research error in revealing the facts.

## DISCUSSION

### Placement on Employee Performance

The first hypothesis (H1) proposed in this study is the effect of job placement on the employee performance of the Makassar City Communication and Informatics Office. Based on the results of hypothesis testing, Placement (X1) has a regression coefficient value of 0.423 with a significance level of  $0.000 < 0.05$ , which proves that job placement has a positive and significant effect on employee performance at the Makassar City Communication and Informatics Office. The indicator with the highest value is academic achievement (X1.1) at 3.97, which shows that educational background and technical knowledge greatly help employees in understanding tasks in the digital sector.

This finding addresses the problem in the background related to the existence of a digital competence gap and tenure-based placement, where placement according to expertise has been proven to increase productivity because employees do not require a long adaptation period.

These results are in line with the opinion of Hasibuan (2017) regarding the principle of *the right man on the right place* and are supported by research by Husin (2020), which states that appropriate placement can improve employees' ability to manage their work.

### Supervision on Employee Performance

The second hypothesis (H2) in this study is the effect of supervision on the employee performance of the Makassar City Communication and Informatics Office. Based on the research results, supervision (X2) has a positive and significant effect on employee performance with a regression coefficient of 0.350 and a significance value of  $0.001 < 0.05$ . The highest indicator is found in the evaluation of goal achievement (X2.5) with a mean value of 3.89, which shows that supervision and evaluation from superiors help employees achieve work targets.

When linked to the research background, these results indicate an improvement from the initial problems related to suboptimal supervision and lack of direction from leaders. Although previously there were still employees who had not received maximum guidance, the research results indicate that supervision is currently running quite well, especially in terms of direction and work assistance, although not yet fully optimal.

This condition is relevant to the characteristics of work at the Makassar City Communication and Informatics Office, which demands accuracy and precision, so the role of leaders in providing direction and preventing errors becomes very important. These findings are in line with the theory of Sahertian (2000) and Arikunto (2004), which state that supervision is a systematic effort to improve human resource capability and service quality.

### Work Environment on Employee Performance

The third hypothesis (H3) in this study is the effect of the work environment on the employee performance of the Makassar City Communication and Informatics Office. Based on

the test results, the work environment variable (X3) is proven to have a positive and significant effect on employee performance with a regression coefficient of 0.249 and a significance value of  $0.012 < 0.05$ . This indicates that the better the work environment conditions, the higher the employee performance.

Referring to the results of the descriptive analysis, the work environment variable is in the good category with an average score of 3.86. The indicator with the highest value is noise or sound (X3.5) at 3.96, which indicates that the work environment is relatively quiet and has minimal disturbances. This condition supports employees' focus and accuracy in completing work, and reflects well-organized workspace and equipment.

When linked to the research background, these results explain that as an institution managing digital transformation and Smart City, Diskominfo employees require a conducive work environment to support high concentration. A comfortable environment can reduce work obstacles and psychological pressure, thereby increasing productivity and making organizational targets easier to achieve.

This is in accordance with the nature of work in the field of information technology, which requires high precision, so a disturbance-free environment can minimize errors in data processing and programming. These findings also strengthen the Job Demand-Control Theory (Karasek, 1979), which states that high job demands must be balanced with supportive work environment conditions to avoid work stress.

### **Placement, Supervision, and Work Environment Have a Positive and Significant Effect on Employee Performance**

The fourth hypothesis (H4) in this study states that job placement, supervision, and work environment have a positive and significant effect on employee performance at the Makassar City Communication and Informatics Office. Based on the F-test results, a significance value of  $0.000 < 0.05$  is obtained, indicating that these three variables significantly affect employee performance. The coefficient of determination (R Square) value of 0.945 shows that job placement, supervision, and work environment are able to explain 94.5% of the variation in employee performance, with a very high level of relationship ( $R = 0.972$ ). This indicates that improving employee performance cannot be done partially, but rather through a combination of appropriate strategies, namely competency-based placement, effective supervision, and a conducive work environment.

When linked to the research background, although there are constraints such as slow response and suboptimal innovation, these results indicate that employee performance remains in the good category. Therefore, improvements are needed in aspects of competence, discipline, and coordination to support the implementation of digital transformation more optimally.

In detail, the work quality indicator (Y1) has the highest value of 4.00, indicating that employees are able to work carefully and in accordance with established standards. In contrast, the work quantity indicator (Y2) has the lowest value of 3.84, thus requiring attention in increasing both the volume and timeliness of task completion.

Thus, these findings serve as a basis that to support Smart City programs and digital services, the Makassar City Communication and Informatics Office needs to optimize these three aspects in an integrated manner to improve professionalism and employee performance sustainably.

## **CONCLUSION**

This study examines the effect of placement, supervision, and work environment on the employee performance of the Makassar City Communication and Informatics Office. Based on the results of the research and discussion that have been conducted, several conclusions can be drawn. First, placement has a positive and significant effect on employee performance, with a regression coefficient of 0.423 and a significance value of  $0.000 < 0.05$ , indicating that the alignment between competence, education, and job roles improves effectiveness and performance quality. Second, supervision also has a positive and significant effect, with a regression coefficient of 0.350 and a significance value of  $0.001 < 0.05$ , showing that proper supervision, especially through direction and evaluation, helps employees work more systematically and achieve organizational targets. Third, the work environment has a positive and significant effect, with a regression coefficient of 0.249 and a significance value of  $0.012 < 0.05$ , indicating that a conducive work environment, particularly one with minimal disturbances such as noise, supports employees' concentration and accuracy. Fourth, placement, supervision, and work environment simultaneously have a positive and significant effect on employee performance, with an R Square value of 0.945, meaning that these three variables explain most of the variation in employee performance and should be managed in an integrated manner to enhance performance.

Based on these findings, several recommendations can be proposed. For the leadership and management of the Makassar City Communication and Informatics Office, it is recommended to improve employee placement processes, implement structured supervision with continuous evaluation, and ensure that the work environment is ergonomically designed, adequately equipped, and supportive of comfort and safety. Employees are expected to enhance professionalism, discipline, and responsibility in carrying out their duties, as well as to utilize guidance and direction from supervisors as a means of self-development and performance improvement. For future researchers, this study is expected to serve as a reference for similar topics, with suggestions to involve a broader range of respondents to increase generalizability and to include additional variables in order to identify other factors that may influence employee performance.

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